

5 February 1959

MEMORANDUM FOR: DDI

SUBJECT : Jacking up Office Comments on NSC and OCB Papers

1. I mentioned to you earlier this year my strong feeling that the DDI offices were not paying sufficient attention to comments on NSC and OCB drafts. ORR has been very good on those few papers which come its way, but ONE and OCI have all too often had no comment -- good or bad -- or confined themselves to correcting individual points of detail. There has been little effort in either OCI or ONE to look at these papers in the round and to suggest whether the overall thrust of the paper concerned is consistent with the Intelligence picture as we see it.

2. I realize that trying to improve NSC papers is in many respects a footless exercise and have no desire to increase unnecessarily the burden on DDI offices. Nonetheless if the NSC process retains any value, it justifies more than pro forma effort on our part. As for OCB papers, moreover, comments on them frequently provide the best available means for influencing the DDP area desks by reminding them of the intelligence facts of life.

3. Attached is a draft DDI Notice designed to stir up the animals. You also told me that before we issued it or I raised the issue with ONE and OCI, you wished to take up the matter at an AD's luncheon.

R. W. KOMER

DRAFT

2 February 1959

Rescinds DDI N 50-100-11/1  
of 27 September 1958

DDI NOTICE

SUBJECT : Comments by DDI Offices on NSC and OCB Papers

1. A key aspect of Agency support to the Director of Central Intelligence in his role as intelligence advisor to the National Security Council, and as a member of the Operations Coordinating Board, is that of participating in the preparation of NSC and OCB papers. The DDI supports the Director through his membership on the NSC Planning Board.

2. Under these circumstances careful review and appropriate comment on NSC and OCB papers is an essential function of this Agency. Insofar as the intelligence aspects of these papers are concerned, the main burden falls upon the DDI area, and particularly on ONE and OCI though other offices will be asked to comment wherever appropriate.

3. Because of the short deadlines often imposed, as well as the importance of the papers themselves, commenting on them should be given high priority in all DDI offices. Comments should be hand-carried where necessary. Chief emphasis should be placed on comprehensive commenting on initial drafts, since this will provide the maximum opportunity for getting appropriate changes made; subsequent comments need merely update or refer back to the more extended initial ones.

4. DDI Area Comments on Draft NSC papers. The main thrust of the review of NSC policy drafts should be to ensure that they properly reflect the developing situation as seen from the intelligence viewpoint, and correctly identify the main problem areas of concern to US policy. If these factors appear adequately covered in the papers under review, Office comments should so indicate; if not, the inadequacies should be clearly noted and suggested revisions provided as appropriate. In this connection office comments should note whether the policy drafts are consistent with the latest intelligence judgements, particularly, but not solely, NIE's. Where inconsistencies are apparent, the relevant intelligence papers should be cited, with suitable extracts. In other words, Office comments should not be confined solely to correction of factual errors or modification of individual points of detail.

5. Key intelligence factors which would bear on the feasibility or soundness of proposed policies should also be mentioned if the draft's treatment is inadequate. For example, do we see factors in the situation abroad which would militate seriously against achievement of the stated objectives?

6. Comments on Draft OCB Papers. The primary Agency role with respect to OCB papers rests with the DDP. However, the DDI area has an important supporting role in assuring that OCB papers properly reflect the relevant intelligence judgements. Hence drafts of substantive OCB

papers are circulated via O/DDI to appropriate DDI offices for comment and will be sent back via the same channel.

7. A key objective of the DDI area comments must be to insure that OCB papers are consistent with published intelligence materials, especially NIEs. Any inconsistencies must be noted; if the relevant intelligence paper is simply out of date this should be explained.

8. Other differences with respect to matters of evidence or judgement should also be commented upon, with supporting evidence or argument. We must provide the DDP representatives with sufficient ammunition to make our case. Particular emphasis needs to be given, as in the case of NSC papers, to whether the overall thrust of the OCB paper is in line with the situation as we see it.

9. Multi-office matters. Frequently office comments may tend to overlap with the responsibilities of other offices. Working level coordination should be attempted when time permits, but in view of the deadlines involved and the informality of the comments such overlaps will be inevitable at times and should not inhibit comment. Any conflicts can be resolved at O/DDI level where necessary.